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AFSO 21

The saving grace for MXG

Former chief visits

Eighth CMSAF speaks to Airmen

PLUS: USAFE softball  **Staff selects**  **New CCs**



JET 48 Vol. 33 No. 31
Friday, Aug. 11, 2006

**"Anywhere, Anytime ...
Whatever needs done."**

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48th Fighter Wing commander

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AT A GLANCE



Photo by Airman John Easterling

Wonder Woman visits with children at the Fitness Center Wednesday. Her visit was sponsored by Services Extreme Summer Summer program.

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Last DUI:
1 a.m., July 22

Squadron:
494th Fighter Squadron

DUI condition: YELLOW

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Courtesy of the 48th Fighter Wing Safety Office

ON THE COVER:

Barb Gilmore, Michele Polachek, Jason Gagnon and Chick Hancuff are captains of the Lakenheath mens and womens varsity softball teams competing in the U.S. Air Forces in Europe softball tournament here, Monday through Wednesday.

(Photo by Senior Airman Wes Aldridge)

AFSO 21:

The saving grace for MXG

As the Liberty Wing continues to make great strides in improving our processes and mission accomplishment through Air Force Smart Operations 21, I encourage all Airmen, Department of Defense and Ministry of Defence employees to take advantage of the environment we've created to foster new ideas and productive change. AFSO 21 allows us the opportunity to think outside the box, find better ways to do our jobs and ultimately allow us to be more effective with our time and resources. Take a look at the numerous 48th Maintenance Group initiatives in action in the article below—many of which can be applied to your unit. I look forward to hearing more ideas and process improvements from you as we continue to emphasize efficiency and effectiveness in our daily processes and mission.

— Brig. Gen. Robert P. Steel
48th Fighter Wing commander

Group applies LEAN processes to improve efficiencies

BY CAPT. BETH HORINE

48TH FIGHTER WING PUBLIC AFFAIRS

Over the next few years, the 48th Maintenance Group will face a number of manpower losses stemming from Program Budget Decision 720. With a cut of more than 230 authorizations, the challenge for the 48th MXG is to find new, smarter and more efficient ways to provide Liberty Wing power on demand, said Col. Robert Dickmeyer, 48th MXG commander. "To this end, AFSO 21 offers the best vehicle for success," he added.

Since the announcement of the personnel cuts, the maintenance group has wrapped its arms around AFSO 21, capitalizing on industry-proven process improvement concepts such as LEAN and Six Sigma to pave the way to the future. The two processes provide managers a toolkit to reduce waste in business or production processes.

To ensure standardization and oversight, the 48th MXG created a process improvement office staffed with a full-time dedicated company grade officer. In addition, the group appointed AFSO 21 points of contact in every squadron and compiled a list of initiatives for improvement.

To start, the group took a close look at how to improve the performance report and decoration submission process. In doing so, they formed an integrated process team to break the reports and decoration process into its smaller components. Once flow charted, the IPT plans to identify choke points and miscues, then develop a strategy to streamline the process. "In

the end, the performance reports and decoration LEAN event will be hugely beneficial in improving the submission, tracking, timeliness and quality of this key process," said Capt. Glenn Lee, 48th MXG process improvement officer.

Another AFSO 21 initiative started in the 48th Munitions Squadron. 48th MUNS recently dissolved their 37-member munitions line delivery element and integrated the personnel into conventional maintenance and precision guided munitions elements.

"We already know that the manning cutbacks are going to happen; now it's just a matter of leaning out the process waste," declared 1st Lt. Jason Richards, 48th Munitions Squadron AFSO 21 Squadron representative.

"The need to realign these work centers was driven by the loss of 117 authorizations under PBD 720, but our salvation lies in using LEAN to analyze process flow and identify critical areas for improvements in both munitions build up and in delivery times," said Lt. Col. Jack Mateer, 48th MUNS commander.

The 48th Maintenance Operations Squadron is also using AFSO 21 to their advantage. "With a loss of 33 percent of our plans, scheduling and documentation work center billets, LEAN techniques are in use to define the smartest way to do business," said Maj. Greg Buckner, 48th MOS commander.

From consolidating personnel and resources, ensuring continuity in safety-of-flight processes like flying and maintenance scheduling, improving time change and time compliance technical order program compliance and configuration management, the 48th MOS is embracing the AFSO 21 environment.

Also on the docket is a LEAN study of the 48th Component Maintenance Squadron propulsion flight's modular repair section. "By conducting time-motion studies of key repair processes, the flight hopes to increase productivity through the elimination of waste," said Maj. Matthew Finnegan, 48th CMS commander.

Finally, the 48th Aircraft Maintenance Squadron and 48th Equipment Maintenance Squadron formed a joint LEAN event to revamp the flow of wheel and tire assemblies through the repair cycle process, according to Colonel Dickmeyer.

"These examples are just a few ways the maintenance group continues to capitalize on proven AFSO 21 concepts to increase effectiveness and efficiency," the colonel added. Although the learning curve is steep, the long-range benefits promise to result in significant savings in time and resources.

ACTION LINE



The Action Line is your direct link to me for complaints, suggestions or comments. It's not intended to replace the chain of command. When normal command agency channels haven't been able to resolve your concerns, call 226-2324, fax 226-5637, e-mail (Action.Line@lakenheath.af.mil), send through distribution (48 FW/PA), mail (48FW/PA, Unit 5210 Box 215 APO AE 09461-0215) or hand carry your Action Line to the public affairs office (Building 1085). You may remain anonymous; however, to receive a reply, please leave your name, unit, duty or home phone number and full APO mailing address. Names are confidential.

Customs and courtesies

Rendering proper respect not an option

COMMENTARY BY CHIEF MASTER
SGT. GARY G. COLEMAN

U.S. AIR FORCES IN EUROPE
COMMAND CHIEF MASTER SERGEANT

RAMSTEIN AIR BASE, Germany (USAFENS) – If you're that Airman who pretends to be looking the other way, or even crosses the street, to avoid saluting, I want you to look deep within yourself.

It concerns me that I have noticed a small, but unfortunately visible group who stand apart from the overwhelming majority of USAFE Airmen who willingly and proudly respect military customs and courtesies.

If you are among those who fail to render a salute while exiting the post office because you are too engrossed in a letter from home, you haven't simply avoided a proper and courteous greeting. You've made a deliberate decision to disregard a critical aspect of our military heritage that has evolved as a result of the need for order, mutual respect and discipline.

Adhering to acts of customs and courtesies is not an option, regardless of rank or position. The same rules of obedience and discipline apply just as they do for a maintainer following technical orders required to repair a jet engine. We can't cherry pick when to salute the staff car of a general officer anymore than that maintainer can decide which TOs he or she feels like following each day.

The failure to tighten a bolt properly or to disregard the urgency of replacing a worn O-ring can lead to fatal consequences, as we've tragically witnessed in the Space Shuttle program. When common acts of courtesy are allowed to fall to the wayside, it can lead to equally damaging effects on our ability to accomplish the mission.

It puzzles me why this is even an issue. We all leave our various forms of basic military training fully aware of and in tune with customs and courtesies. Throughout our military careers we have the opportunity to "re-blue" ourselves at courses such as Airman

Leadership School or Squadron Officer School.

I think a lot of discrepancies are unintentional. We're busy, and the operations tempo is fast-paced. I know a lot of you go about your business on base with a multitude of personal and work-related issues going through your mind, and your line of sight may lie only a few feet in front of you. However, there is no excuse for failing to follow the rules.

We must all be aware of our duty to do what's right when it comes to customs and courtesies. If you're not sure what to do, ask your supervisor, or better yet, do your own research. And if you see someone failing to render proper acts of customs and courtesies, it's your duty to point it out.

I encourage each of you to ask yourself what kind of role model you are when it comes to customs and courtesies. It's time to get back to the basics. You are a role model, but it's up to you to determine your effectiveness and influence.

USAFE Reportable Motor Vehicle Mishaps						
	Yearly Average (FY 2001-2005)			FY 2006 to Date		
	Motorcycles	Automobiles	Fatalities	Motorcycles	Automobiles	Fatalities
31 FW	4	11	2	4	8	1
38 CSW		2		1	4	1
39 ABW		1				
48 FW	2	7	1	1	1	
52 FW	2	9	1		5	1
65 ABW		1			1	
86 AW	2	4	1			
100 ARW	1	1			2	
435 ABW	1	5			4	1
501 CSW		1		1	2	
HQ	1	2			1	
USAFE Total	13	44	5	7	28	4

Motor vehicle incidents continue to be the single greatest threat to our USAFE family. More than 70 percent of the mishaps in the command are caused by either excessive speed as it relates to the road conditions and by drivers simply not paying attention. Watch your speed and stay alert as you travel. Defensive driving and vigilance remain the primary countermeasures against accidents, but they only work if you use them. *Current as of:31 Jul*

RAFL selects new staff sergeants

48th Fighter Wing

Carrie Martin
Vanessa Young

48th Comptrollers Squadron

Billy Beck
Van Dodson Jr.

48th Operations Group

Quintin Johnson

48th Operations Support Squadron

Genevieve Beebe
Martha Bowman
Ashley Dahl
Christopher Giles
Staci Oleary
David Payne
Cody Pryer
Peta Watts
Angela Withrow

494th Fighter Squadron

Shannon Cavaas
Lila McClintoc

56th Rescue Squadron

Adam Mann

48th Medical Group

Benjami Ajisefinni
Matthew Edwards
Dustin Hyden
Richard Johnson
Ross LaBarre
Maria Morris
Bryan Poppineau
Christopher Yones

48th Aerospace Medical Squadron

Brian Campbell
Jacob Jerdon
Amanda Myers

48th Dental Squadron

Latoya Jackson
Brandi Mullikin
Michelle Stuart

48th Medical Operations Squadron

Kristina Arnold
Joshua Hatch
Crissy Sharpe
Kevin Spears
Caton Todd
Duard Zentner

48th Medical Support Squadron

Jessica Bird
Andrew Brammeier
Cecilia Corris
Watts Ford
Letrece Green
Jahheali Malcolm
Tiffany Martinez-McBryde
Monique McLaughlin
Orgun Sen
Mary Sierra
Angelica Swann
Nancy Taber

48th Aircraft Maintenance Squadron

Arnold Alexander
Jonathan Ayers
Samuel Banks
Justin Bergen
Donald Berry
David Bertsch
Andrew Coddington
Donald Craig
Kent Crankfield
Jeremy Dalton
Matthew Davis
Michael Davis
Keri Delucia
Ross Estrem
Albert Flores
Rafael Franjul
Jeffrey Frost
Daniel Gillilan
Jason Godwin
Paul Haisty
David Heinrich
Andrew Holmes
Louis Honeycutt
Zechariah Jenkins
Jason Jose
Brandon Justice
Michael Klink
Bernard Lamora
Jeffrey Lanckriet
Alan Leiby
Amanda Levesque
John Lowe
Michael Lundy
Xavier Marmolejos
Prentice McAfee
Wesley Nolan
Vinaykumar Patel
Steven Pool
Amber Porter
Matthew Rainier
Bambi Rawlins

Sybil Reed
Jamie Sansom
Chad Schrock
Garren Senn
William Simpson
Spark Charles
Jeffrey Stout
Randy Sturm
Oliver Tanner
Antonio Tucker
Robert Walsh
John Williams
Joshua Winowiecki
Jason Wright

48th Component Maintenance Squadron

Mark Achorn
Joshua Billie
Ryan Deline
Bobby Dominguez
Christopher Doss
Paul Eveland
Jonathan Fiore
Jonathan Garcia
Travis Geiger
Jacoby Harris
Johnathan Hodges
Eric Holtmeyer
Curtis Jackson
Marcus Koskosky
Derek Leavell
Loeper Michael
David Manriquez
Cevin Medley
Joshua Moore
Rodney Morse
David Myers
Garrett Neher
Robert Nichols
Keneisha Nudd
Mike Oxley
Jesse Pavelka
Michael Petty
Robert Rackard
Jonathan Sandlin
Eric Smith
Heather Smith
Alan Solis
Shannon Sweitzer
Dustin Vaske
David Waller
William Warren

48th Equipment Maintenance Squadron

Jeremy Blackwell
Terrence Byrdsong
Christopher Goff
Justin Hall

Carolyn Hendrix
Marcel Hodge
Jeremy Horstman
Venie Joshua
James Kelley
Ana Lares
Christopher Lauer
Adam Tyler Lease
Raymond Mafnas
Jose Pineda
Robert Rodriguez
William Snyder
Jeffrey Williams
Matthew Zornes

48th Maintenance Operations Squadron

Matt Llewellyn
Keith Naylor
Sean Smith

48th Munitions Squadron

Byron Allen
Jason Benchich
Jeffrey Clark
Danielle Curtis
Joseph Ellington
Travis Elswick
Steve Finley
Kathleen Fournier
Tomas Garnica
Ryan Goedde
Paul Hayes
Daniel Herrera
Cody Hess
Andrew Kaufmann
Mellissa Large
Arion Melgoza
Devi Meneses
Jesse Monroe
Sarah Nicholas
Susan Neville
Stephen Paynter
Todd Prince
James Radillo
Benjamin Reyes
Andrew Risk
Nykisha Williams

48th Civil Engineer Squadron

Jordan Bishopp
Joseph Booker
Kevin Cummings
Estaban Guzman
Brian Matthews
Michael Pereira
Andrea Richardson
Jason Weimer

48th Communication Squadron

Harley Burandt
Adam Bush
Natalie Contino
Kai Liu
Ryan Mitchell
Ryan Mozingo
William Richards
Jessica Richardson

48th Contracting Squadron

Ricardo Vasquez

48th Logistics Readiness Squadron

Joshua Arledge
David Barkhauer
David Black
Jeri Catus
Daniel Cosentino
Alberto Gatcho
Hannah Hagens
Christopher Herrin
Michael Jacoby
Benjamin Johnson
Dale Kennedy
Larry Kitchen
Daniel Knight
Heather Koutnik
Jeffery Marquart
John McGregor
Jeffrey Messer
Kevin Moss
John Oldham
Brittany Pack
James Spencer
Joshua Tuck
Hayley Walz

48th Security Forces Squadron

Mark Bryan
Timothy Capling
Jacqueline King
Marlene Locks
Reginald Lucious
Abram Ranisate
Jennifer Robinson
Noah Stamps
Bo Scot Standridge
Shawn Thompson

18th Intelligence Squadron

Detachment 4
Zachary Knaus

48th Mission Support Squadron

Jessica Brown
Kymerly Hunt

Challenges for Medical Group

BY COL. ROBERT MILLER

48TH MEDICAL GROUP COMMANDER

All medical groups in the Air Force have two primary missions: to support the warfighters in the field and to provide home station healthcare to assigned beneficiaries. Both missions must be completed concurrently, which is what differentiates military medics from civilian providers. Meeting local healthcare needs becomes a particular challenge when key medical personnel are deployed. This is the challenge the 48th Medical Group will face from August through January due to our Air and Space Expeditionary Force deployments. I want to share “the rest of the story” for all patients who depend on the 48th MDG.

First, we as medics are here to serve. This is in line with the Air Force core value of service before self. No provider likes to turn away patients. However, since multiple primary care and specialty clinics will have less than 50 percent staffing due to deployments, this will become an unfortunate reality. Therefore, all patients need to be aware of decreased appointment availability in primary care, specialty care (like general surgery and orthopedic surgery) and dental care until the majority of our deployers return in January. Rest assured emergency services will be fully supported throughout the AEF cycle.

Second, RAF Lakenheath is required to provide primary care support in family practice, internal medicine, pediatrics and flight medicine to those beneficiaries enrolled to the 48th MDG. Seeing a downtown primary care provider is not an option for this population. Non-enrolled patients will have extremely limited access to space available appointments for non-emergent care, which is why other options in the British healthcare system need to be explored now.

As medics, this is not our preference, as we have welcomed all eligi-

ble patients at the 48th MDG, but limited options are available during this time of limited staffing. Non-enrolled patients will need to use the National Health System for primary care. We understand the dissatisfaction some may feel and apologize for any temporary inconvenience. That being said, we are fortunate to live in a country with outstanding civilian medical care options and no language barriers.

Third, and most importantly, the leadership of the 48th MDG is doing everything possible to minimize the impact of deployments on local healthcare delivery. This includes creative solutions such as expanded clinic hours and schedules for primary care clinics. We have purposefully given you a worst case scenario, and we are cautiously

“The 48th MDG is doing everything possible to minimize the impact of deployments on local healthcare delivery.”

Col . Robert Miller
48th Medical Group commander

optimistic access may be better than expected, especially if several temporary staffing initiatives materialize. Regardless, the support of the entire local community is needed to weather the storm during the upcoming AEF cycle.

Finally, when troops are deployed, many forget those left behind have greater demands placed upon them and experience a different type of pressure. This will be the case for the Liberty medics not deployed. In addition, 48th MDG providers have the additional challenge of learning a new electronic medical record system, which will replace paper records beginning this month. Although a much

needed improvement, timing is not ideal.

The required upgrade will result in longer appointments for training; this, decreasing appointment availability. Once again, leadership has a plan to successfully implement the new system while minimizing impact on patient care.

There you have it. Although the challenge is significant, the privilege to provide life-saving medical support to warriors during AEF 4 is why we are here as medics. We truly appreciate your patience and understanding over the next five months, and we are committed to taking care of your healthcare needs. And that’s “the rest of the story.”

Please address any questions or concerns by calling the TRICARE office at 226-8688.



Two new 48th Fighter Wing squadron commanders featured

Lt. Col. Will Reese took command of the 492nd Fighter Squadron April 17 and is a native of Las Vegas.



Lt. Col. Joe Beissner took command of the 48th Operations Support Squadron June 9 and is a native of Alexandria, Va.



Photo by Senior Airman Kristi Emler

The eighth Chief Master Sergeant of the Air Force, retired Chief Master Sgt. Sam Parish speaks to Airmen at one of the two enlisted calls held here. The chief spoke on topics such as the Air Force's new roles during deployments, new uniforms and the role Airmen play in deployments.

Eighth CMSAF visits RAF Lakenheath

BY SENIOR AIRMAN VANESSA YOUNG

48TH FIGHTER WING PUBLIC AFFAIRS

The eighth Chief Master Sergeant of the Air Force, retired Chief Master Sgt. Sam Parish, visited RAF Lakenheath Aug. 4 and 5.

The chief, who's been affiliated with the Air Force since it was 7 years old, held two enlisted calls and ate with Lakenheath's first-term, Liberty 56 and Top 3 Airmen. He also received tours of various base agencies and spoke at both RAF Lakenheath and Mildenhall senior NCO induction ceremonies.

During his enlisted calls, Chief Parish spoke about mentorship, positive changes in the Air Force and the importance of every Airman in the force.

Chief Parish joined the Air Force in 1954 and was promoted to the position of the eighth Chief Master Sergeant of the Air Force in 1983. He retired from the Air Force in 1986.

From wellness centers to gymnasiums to work center atmospheres, the Air Force has improved greatly since he served on active duty, he said.

"Family emphasis has tremendously changed (in the Air Force) because you can't be an expeditionary Air Force unless you are willing to take care of those left behind," Chief Parish said.

With an upcoming deployment cycle, Liberty Warriors are making sure they're prepared physically, mentally and emotionally for the upcoming deployment.

"If you have the training, all you need is the attitude and the motivation," the chief said. "Wearing the uniform for your country, you'll finally realize you have to do what is required of you to do. You have no control of whether or not you deploy, so deploy with a positive attitude and in a positive manner. A good Airman is an expeditionary Airman."

Good Airmen are molded by good mentorship, the chief said.

"A mentor's job isn't to take an Airman under their wing and make them happy, but to challenge them and make them perform tasks they know they can't do," he said. "Airmen may doubt themselves, but in the back of their mind they know that if they start to fail there's a safety net. Once supervisors have done this a few times, they develop Airmen who aren't afraid to tackle challenges."

The chief said mentorship is not about promotions, but about preparing Airmen for the responsibility and challenges that correlate to the amount of chevrons on their arm.

"We can't predict what's going to happen 20 years from now, but we know that we can prepare an Airman to be a master sergeant or senior master sergeant because we know what is entailed in those ranks," he said. "If we teach Airmen the things they need to know to do their job and prove to them that they can do it, then we don't have to worry, because we've prepared them to get the job done."

The chief said Airmen today are getting the job done better than the Airmen who came before them.

"The role you play is unbelievably important. It's not the generals or the chiefs, it's the Airmen and the supervisors who mentor them," he said. "We've never been as good as we are today and you all contribute to that."

The chief said he was not only impressed with our contribution to the Air Force mission, but also Airmen's attitudes in our wing.

"There has been a warrior spirit instilled in your wing," he said. "Every Airman, not just the maintainers or pilots, takes pride in your aircraft's mission, and that's what being part of a team is all about. The spirit in this wing is evident because Lakenheath Airmen take great pride in what they do."



Senior Airman Joshua Tuck, 48th Logistics Readiness Squadron fuels lab technician, prepares a fuel sample for testing during exercise Immediate Response 2006 in July. The fuel must be tested before it's taken to the aircraft to ensure proper amounts of additives are included.

LRS keeps the gas flowing for IR '06

PHOTO AND STORY

BY SENIOR AIRMAN ERIC DONNER

48TH FIGHTER WING PUBLIC AFFAIRS

GRAF INGNATIEVO AIR BASE, Bulgaria – The fuels technicians of the 48th Logistics Readiness Squadron's petroleum, oils and fuels flight keep the F-15E Strike Eagles on the flightline full of gas and ready to do their part in the tri-lateral exercise Immediate Response 2006.

Immediate Response is a joint exercise between air forces from several nations to learn tactics and techniques of each country's aircraft.

"If it wasn't for the fuels team here the missions would not happen, because the Air Force and the Army are getting fuel every day from us," said Tech. Sgt. Richard L. Clark, 48th LRS fuels distribution supervisor.

The jet fuel used by the U.S. military here is shipped in from Istanbul, Turkey in long convoys of fuel trucks. Once the fuel arrives it doesn't go straight into the jets, but requires additives and testing to bring it up to U.S. standards.

"The jet fuel from Turkey is Jet A1, so we add additives to it so it can be used in our jets," said Senior Airman Joshua Tuck, 48th LRS fuels lab technician.

The additives keep the water in the fuel from freezing and serve as a corrosion inhibitor and a static dissipater. Once all of the additives are added, the fuel is then considered JP-8, which is what F-15Es use,

said Sergeant Clark.

The F-15 doesn't pull up to the gas pump like at a gas station; the fuels troops actually take the gas to the aircraft. To do so, the fuels flight uses trucks which require the fuels Airmen to be both drivers and mechanics. The LRS Airmen have the training and ability to fix most minor problems with fuel trucks to keep the gas moving.

"The pace here is pretty fast compared to at home," said Staff Sgt. Rick Harris, 48th LRS deployed NCO in-charge of fuels accounting. "We are shipping about 6,000 gallons a trip for 12 to 13 hours straight."

"The Airmen who are TDY here are really stepping up and taking it to the next level," he added.

LRS Airmen must account for all the fuel shipped during those 12 to 13 hours days. The responsibility to record the amount of fuel issued to the aircraft and to the Army falls to Sergeant Harris.

"I have to keep all receipts for our records, and we dispensed approximately 150,000 gallons of gas in the first week," said Sergeant Harris.

Sergeant Clark said IR06 has been a chance for the young Airmen to experience what it's like to be deployed to a bare base environment and helps the leadership refine what is needed for this kind of experience.

The F-15Es, from the 492nd Fighter Squadron returned to RAF Lakenheath July 28 after the conclusion of the exercise. The troops of LRS kept the gas flowing throughout the entire exercise.

LRS Airman returns to Bulgarian birthplace

BY SENIOR AIRMAN WES
AULDRIDGE

48TH FIGHTER WING PUBLIC AFFAIRS

When a 48th Logistics Readiness Squadron Airman got orders recently to travel to Bulgaria to participate in the tri-lateral NATO exercise Immediate Response 2006, he didn't experience the normal excitement of traveling to a foreign land. For Staff Sgt. Vesselin Kantchev, he was heading home.

"When I was 18 my family won the green card lottery to move to the U.S.," said Sergeant Kantchev, who moved to the United States in 1999 from Bulgaria.

After spending the first 18 years of his life in Bulgaria, Sergeant Kantchev made his way to America to start a new life with his family.

"At first I started looking at colleges but I couldn't afford it," he said. "Then I began to looking into the Air Force because of the tuition assistance."

In April 2000, Sergeant Kantchev enlisted in the Air Force and started his career at Langley Air Force Base, Va. Two assignments later and six years into his enlistment, Sergeant Kantchev got the opportunity to travel with the Air Force to his homeland.

Immediate Response 2006 was a two week exercise with the Romanian, Bulgarian and U.S. militaries designed to build relationships between the countries.

The exercise also allowed an Airman to rebuild his relationship with friends and families back home.

Sergeant Kantchev said it was a great opportunity to go home.

"I had a chance to see all my family and be back in that familiar environment," he said.

"This was the first time I got to go home since I've been to Lakenheath," he added.

But the chance to combine his past with his present military career was the biggest part of this temporary duty assignment.

"Being able to go home as a part of my job was great," he said. "It was good knowing what to expect."

Dr. Stephen Rous A.B., M.D., M.S., (Urol), FACS, FAAP



[the basics]

Retired Air Force Colonel

Hometown: New York City

College: Amherst College, Mass., New York Medical College, N.Y.

Residency:

Mayo Clinic, Wisc.

**48th Medical Group
Volunteer,
Professor of Surgery,
Dartmouth Medical
School**

Why are you here at RAF Lakenheath?

I happened to bump into the outgoing urologist at a conference, who mentioned that the spot would be open. I called the base, asked if I could come in and help, they said, "Yes."

Why did you want to come help out the hospital?

I spent four years in the Army Reserves and 16 years in the Air Force Reserves. I did my service each year, although I never did troop movements or physicals.

Have you had time to see England while you were here?

My wife Margot and I love England. We've gotten around a bit. They let me take Fridays off. Almost everyday my wife has gone off to see a different stately home.

What do all the letters after your name mean?

The letters mean that I'm certified by the American Board of Urology, a doctor of medicine, have a Master's of surgery in urology and belong to the Fellow of the American College of Surgeons and Fellow of the American Academy of Pediatrics. Oh and emeritus is just a nice way of saying I'm retired, but still work at the college.



Photo by Senior Airman Wes Aldridge

Members of the RAF Lakenheath mens and womens softball teams will compete in the U.S. Air Forces Europe softball tournament here next week. Teams from six USAFE bases will compete Monday through Wednesday for bagging right as the best USAFE softball team.

RAF Lakenheath hosts USAFE softball tournament

BY SENIOR AIRMAN VANESSA YOUNG
48TH FIGHTER WING PUBLIC AFFAIRS

Starting Monday, 12 varsity softball teams will compete in the ultimate U.S. Air Forces in Europe-wide battle of the bases.

RAF Lakenheath is the host for the 2006 USAFE Softball Tournament. Six mens and six womens teams will compete to be crowned best in USAFE. The tournament will feature Lakenheath's own varsity womens and mens softball teams against teams from Ramstien Air Base, Germany, Spangdahlem AB, Germany Incirlik AB, Turkey, Aviano AB, Italy and RAF Mildenhall.

The Lakenheath teams have spent months preparing for this tournament. The women's varsity team, which placed third in last year's tournament, prepared themselves by playing men's teams during the intramural softball season and competing in various tournaments.

"Half of our team are seasoned veterans and

the other half are experiencing this level of competition for the first time," said Dave Anthony, coach of the womens team. "To better prepare ourselves, we increased our practices from two to three times per week to daily during the week before the USAFE tournament."

The mens team, who placed fourth in last year's tournament, is hoping the six returning players and their new additions will gel to form a title-winning team.

"With the additions we have made we are more fundamentally sound than last year and have definitely gained experience," said Jason Gagnon, coach of the mens team. "We have the talent to win this tournament this year. If we bring our 'A' game to the tournament, I expect us to turn some heads and possibly keep the USAFE title here."

This tournament not only called for preparation from the participating teams, but also from the 48th Services Squadron.

According to Staff Sgt. Sheldon Briggs, 48th

Services Squadron sports director, is a long checklist of events and actions are accomplished to prepare for this tournament.

"An event like this takes a lot of coordination," Sergeant Briggs said. "We have to coordinate with all agencies and squadrons on base, prepare the fields, plan opening ceremonies and ice breakers and the list goes on."

The hard work that put into this tournament will be evident on and off the field.

"As a player, I want our team to go out and play our best and have fun as a team," said Michele Polachek, coach of the womens team. "We are excited to have the home field advantage this year and hope to have a huge cheering section from RAF Lakenheath. Our families, friends and co-workers finally get a chance to see what we've worked so hard all year for."

Opening ceremonies are at 9 a.m., Monday at the softball fields behind Lakenheath High School. Both Lakenheath teams will kick off the tournament with games against Aviano at 10 a.m.

Mens tournament games

- Monday**
10 a.m. Aviano vs. Lakenheath
6:30 p.m. Lakenheath vs. Mildenhall
- Tuesday**
8 a.m. Lakenheath vs. Incirlik
3 p.m. Spangdahlem vs. Lakenheath
- Wednesday**
8 a.m. Lakenheath vs. Ramstein

Womens tournament games

- Monday**
10 a.m. Aviano vs. Lakenheath
5 p.m. Lakenheath vs. Mildenhall
- Tuesday**
11 a.m. Lakenheath vs. Incirlik
1:30 p.m. Spangdahlem vs. Lakenheath
- Wednesday**
11 a.m. Lakenheath vs. Ramstein

Are you an effective follower?

BY MAJ. MATTHEW FINNEGAN

48TH COMPONENT MAINTENANCE

SQUADRON COMMANDER

That's right, I asked if you were an effective follower. So, are you? Do you even know what being an effective follower entails? Chances are you don't.

As military members, we are fascinated with leaders and leadership. We study leadership at every level of professional military education and even spend pleasure time reading about great leaders in history. Tens of thousands of books, articles and papers have been written about leadership. If you were to do a Google search on leadership you will find approximately 891 million hits.

Yet, according to some research, most working people spend more time following than leading. In fact, leaders contribute less than 20 percent to the success of an organization while followers produce the other 80 plus percent. With followers and followership meaning so much to an organization's success, one would imagine that a excess of information would be available on the subject, yet little can be found. Conducting a similar Google search on followership produces a mere 182,000 hits.

So what does it mean to be a follower, or engage in followership? A follower by definition is a person who accepts the leadership of another. Followership refers to a position of submission to a leader, or

a position under guidance. According to both definitions, followership basically refers to following the directions of a leader. But, to be a good leader, one must first be a good follower.

According to the Air Force Promotions Fitness Examination, a good follower possesses 10 important qualities: organizational understanding, decision-making, communication skills,

beyond just being a good follower.

Followership is a much more dynamic skill than many might realize. It is the art of understanding how you can enhance your supervisor's ability to accomplish the mission. So why is effective followership important for us to understand? Because most of us spend more time following than we ever will leading. In fact, 70 to 90 percent of our lives are spent following others. As a squadron commander, I spend the majority of my time in a followership role attempting to be an effective follower to our wing and group commanders.

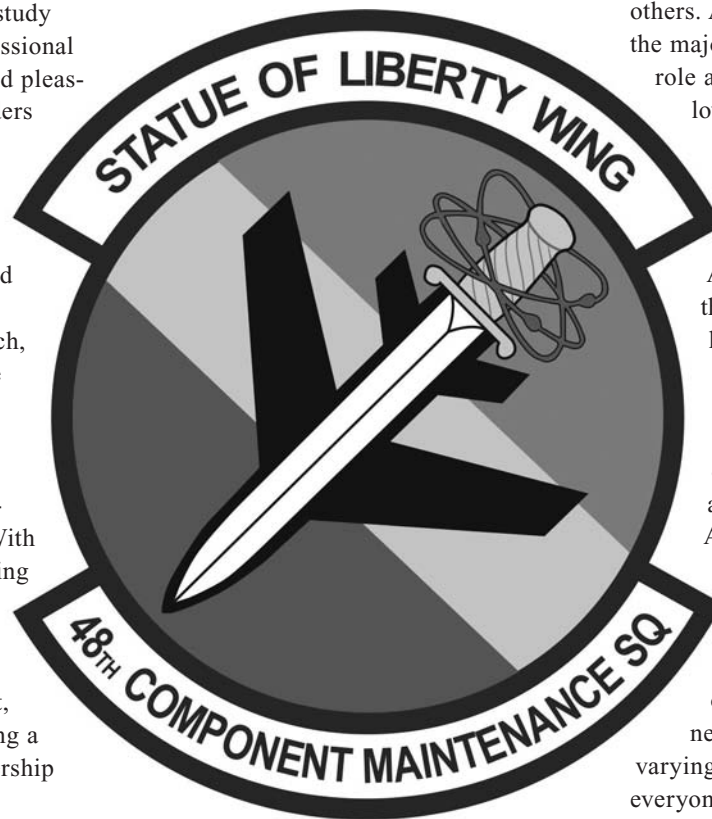
Does being an effective follower make me any less of a leader? I sure hope not.

Actually, it has been my experience that by embracing the tenets of followership you will ultimately enhance your own leadership skills.

Organizational success is a direct reflection of the troop's abilities within that organization. As we recognize and develop our followership skills, we will continue

to enhance our own abilities, thus increasing our individual and collective utility in our units and the Air Force. Since nearly all of us are followers in varying aspects and degrees, it is vital everyone becomes a serious student of followership.

Understanding and developing followership attributes will help create the type of follower needed to transform our Air Force organizations to greatness.



commitment, problem solving, integrity, adaptability, self-employment, courage and credibility. Possessing these skills may make you a good follower, but followership goes

Key tenets for effective followership

- Be a thinker, a critical thinker; do not be just a "yes" person
- Always be consistent and dependable
- Strive to be humble and patient
- Work on your ability to receive and offer constructive criticism
- Do the best job you can at whatever task you are performing
- Develop a ravenous appetite for increasing your knowledge
- Continually work at developing your own leadership skills



Photo by Master Sgt Lance Cheung

Screamin' Eagles

Three F-15E Strike Eagles from the 492nd Fighter Squadron cruise along the cliffs of the southwestern shores of the United Kingdom. The aircrew were on the way to an area off the coast where they practice basic surface attack techniques.



Discover Britain

By Sal Davidson - Community Relations Adviser



Buckingham Palace

Summer opening of the State Rooms

Buckingham Palace is the official London residence of Her Majesty The Queen and serves as both home and office.

Today the State Rooms are used extensively by The Queen and Members of the Royal Family to receive and entertain their guests on State, ceremonial and official occasions. During August and September when The Queen makes her annual visit to Scotland, the Palace's 19 state rooms are open to visitors.

History:

George III bought Buckingham House in 1761 for his wife Queen Charlotte to use as a comfortable family home close to St James's Palace, where many court functions were held. Buckingham House became known as the Queen's House, and 14 of George III's 15 children were born there.

George IV, on his accession in 1820, decided to reconstruct the house into a pied-à-terre, using it for the same purpose as his father George III. However, as work progressed, and as late as the end of 1826, the King had a change of heart and with the assistance of his architect, John Nash, he set about transforming the house into a palace.

Queen Victoria was the first sovereign to take up residence in July 1837, just three weeks after her accession, and in June 1838 she was the first British sovereign to leave from Buckingham Palace for a Coronation. Her marriage to Prince Albert in 1840 soon showed up the Palace's shortcomings. A serious problem for the newly married couple was the absence of any nurseries and too few bedrooms for visi-

tors. The only solution was to move the Marble Arch - it now stands at the north-east corner of Hyde Park - and build a fourth wing, thereby creating a quadrangle.

George IV's original palace lacked a large room in which to entertain. Queen Victoria rectified that shortcoming by adding in 1853-5 what was, at the time of its construction, the largest room in London. At 122 feet long, 60 feet wide and 45 feet high, the ballroom is the largest multi-purpose room in Buckingham Palace. It was opened in 1856 with a ball to celebrate the end of the Crimean War.

Today, it is used by The Queen for State banquets and other formal occasions such as the annual Diplomatic Reception attended by 1,500 guests. This is a very formal occasion during which The Queen will meet every head of mission accredited to the Court of St. James. For the diplomats it is perhaps the highlight of the annual diplomatic social calendar.

What is there to see on a visit?

The State Rooms form the heart of the working palace and are lavishly furnished with some of the finest treasures from the Royal Collection - paintings by Rembrandt, Rubens, Vermeer, Poussin, Canaletto; sculpture by Canova; exquisite examples of Sèvres porcelain, and some of the finest English and French furniture in the world.

Historic fancy-dress costumes, musical instruments and manuscripts, photographs and souvenirs will be shown in the magnificent surroundings of the Ball Supper Room, which itself has been the setting for many glittering events in the Palace's histo-

ry. As part of the audio tour of the State Rooms, visitors will hear the voices of famous performers, the sounds of the original instruments on show and some of the music especially composed for the royal family.

The Palace's 39-acre garden is an oasis for wildlife, and visitors can enjoy a garden walk that offers superb views of the Garden Front of the Palace and the 19th-century lake.

The State Rooms at Buckingham Palace are open daily from July 26 to Sept. 24, from 9:45 a.m. until 6 p.m., last admission is at 3:45 p.m. Entry is by a timed ticket. Admission costs £14 per adult, £8 for children under 17 and free for children under 5 years old. A family ticket, 2 adults and 3 children under 17 is £36.

Visits to Buckingham Palace can be combined with visits to The Queen's Gallery, which reopened in May 2002, and the nearby Royal Mews. Combined tickets are priced at £24 for adults, under 17 is £14, under 5 are free and family tickets for, 2 adults and 3 children under 17, is £64.

Tickets can be bought on line at www.royal.gov.uk and from the ticket sales and information office 0207 766 7300. Also, click on this Web site for info on the Changing of the Guards.

Alternatively, our very own Information Tickets and Travel are running tours on various dates throughout the summer. Some of these are combined with the Changing of the Guards so contact ITT quickly for further details on 226-2979. Info courtesy of www.royal.gov.uk.

For more information, call Sal Davidson at 226-3145 or e-mail her at sal.davidson@lakenheath.af.mil.

MOVIES

RAF Lakenheath 226-2139

Today

6:30 p.m. Over the Hedge, G, starring Bruce Willis and Garry Shandling. Spring has sprung, and Verne and his woodland friends awaken from their long winter's nap to discover that a tall, green "thing" has mysteriously cropped up right through the middle of their home. Enter RJ, an opportunistic raccoon, who explains that the world beyond the hedge is the "gateway to the good life" where peculiar creatures called humans live to eat, rather than eat to live.

9 p.m. X-MEN: The Last Stand, PG-13, starring Hugh Jackman and Patrick Stewart. The continuing adventures of the superpowered group, the X-Men, led by Professor Xavier, and based at his school for gifted students, as they try to foster good will for mutants like themselves, in a world where some people are born with extraordinary powers, and many ordinary humans fear them for it.

Saturday

1 p.m. Over The Hedge, PG,

3:30 p.m. Over The Hedge, PG

6:30 p.m. The Da Vinci Code, PG-13

Sunday

1 p.m. Barnyard, PG, starring Kevin James and Courtney Cox Arquette. A free-wheeling cow named Otis and his misfit farm animal friends regularly play tricks on humans—sing, dance and party—but when Otis is suddenly placed in a position of responsibility around the barnyard, he must find the courage and confidence to become a leader.

3 p.m. Barnyard, PG

Monday

6:30 p.m. Barnyard, PG

Tuesday

6:30 p.m. Talladega Nights: The Balad Of Ricky Bobby, PG-13, starring Will Ferrell and John C. Reilly. Ricky Bobby is a NASCAR racing sensation whose "win at all costs" approach has made him a national hero. When a flamboyant French Formula One driver, Jean Girard, challenges him for the supremacy of NASCAR, Ricky Bobby must face his own demons and fight for his place as racing's top driver.

Wednesday

6:30 p.m. Talladega Nights: The Balad Of Ricky Bobby, PG-13.

Thursday

6:30 p.m. X-Men: The Last Stand, PG-13

RAF Mildenhall 238-4955

Today

6:30 p.m. The Ant Bully, PG, starring Julia Roberts and Nicolas Cage. New in town, Lucas Nickle has been taking out his frustration on the innocent ant hill in his yard. But one day the ants retaliate. Using a magic potion, they shrink Lucas down to ant size and sentence him to live like an ant in their colony. In this strange, new world, Lucas will learn important lessons about friendship, get a whole new perspective on life and ultimately find the courage to stand up for himself.

9 p.m. The Omen, R, starring Seamus Davey-Fitzpatrick and Julia Stiles. Robert Thorn is a senior American diplomat whose wife, Katherine, endures a difficult delivery where their newborn child has died. Thorn knows the news will devastate Katherine, who had suffered two previous miscarriages. The hospital priest presents Thorn with another child born that night, whose mother died in childbirth. The priest compels Thorn to take the infant boy as his own; Katherine will never know the truth, and their son, which they name Damien, will be raised as their flesh and blood.

Saturday

3:30 p.m. The Ant Bully, PG

6:30 p.m. The Omen, R

9 p.m. The Break Up, PG-13, starring Vince Vaughn and Jennifer Aniston. Pushed to the breaking-point after their latest, "why can't you do this one little thing for me?" argument, art dealer Brooke calls it quits with her boyfriend, Gary, who hosts bus tours of Chicago. What follows is a series of remedies, war tactics, overtures and underminings suggested by the former couple's friends, confidantes and the occasional total stranger. When neither ex is willing to move out of the condo they used to share, the only solution is to continue living as hostile roommates until somebody caves.

Sunday

3:30 p.m. The Ant Bully, PG

6:30 p.m. The Break Up, PG-13

Monday

6:30 p.m. The Omen, R

Tuesday

6:30 p.m. The Ant Bully, PG

Wednesday

6:30 p.m. The Break Up, PG-13

Thursday

6:30 p.m. Talladega Nights: The Balad Of Ricky Bobby, PG-13



Briefs

Education degrees available

New terms are starting for bachelors and masters degree programs at several universities sponsored through the RAF Lakenheath Education Office. To sign up or for more information, contact the following:

Embry-Riddle Aeronautical University – Term I registration began Jul 31. Call 226-2462 or visit www.erau.edu/lakenheath to register.

Oklahoma University – Masters degrees in human relations and arts are offered. Call 226-6186 or email aplakenheath@ou.edu to apply.

University of Phoenix – Applications for masters degrees in business and education are being accepted for classes starting Aug. 31. Call 226-3851 to apply.

Federal job seminar

"Ten Steps To A Federal Job" Parts 1 and 2 will be 9 a.m. until 12:30 p.m., Monday.

The class is for anyone seeking federal employment and will explain the entire process of getting a federal job.

For more information call the Airman and Family Readiness Center at 226-3847.8

Car boot sale

A car boot sale is Aug. 12 in the parking lot of 48th Avenue. Individuals interested in selling goods must contact 48th Avenue. Cost is \$8 per car and spaces are limited. For more information, call 226-4884.

Holiday bazaar volunteers

Bakers and other volunteers are needed for the 2006 Lakenheath Holiday Bazaar in September.

For more information, call Merdith Colquitt at (01353) 661 293 or e-mail her at lakenheath_holiday_bazaar@yahoo.com.

AEF farewell and crud tourney

Lakenheath's Company Grade Officers Council is sponsoring a send-off for the Air and Space Expeditionary Force 3/4 deployer and a crud tournament at Eagles Landing from 4 p.m. until close Aug. 18. Liberty Wing officers and families are invited to attend.

For more information call, Capt. Jaime Rivas at 226-5650.

Immunization requirements

The immunization requirements for school year 2006-2007 have changed.

Meningococcal, tetanus and acellular pertussis vaccines must be administered to 11- to 12-year-old children and unvaccinated 15-year-old high school students. If a vaccine is not available, a temporary waiver may be available.

For more information, call 226-2258.

LLEAP program

The LLEAP program is a cooperative effort of volunteers from the 48th Fighter Wing, Lakenheath High School and Lakenheath Middle School designed to encourage students to finish school and focus on future education and career goals. For more information, call LHS 226-3115.

Road closure

Lincoln Road, the road between the gas station and wing headquarters will be closed for water distribution at 9 a.m. Aug. 18 until Aug. 20. Diversion will be in place for the closed area.

Pre-separation briefing

A pre-separation briefing is 1 to 3 p.m., Tuesday and Aug. 29. This class fulfills the mandatory requirement for all personnel retiring or separating from the military. For more information call the Airman and Family Readiness Center at 226-3847.

RAF Lakenheath Gate 1 Closure

RAF Lakenheath's main gate, Gate 1, will be closed for construction from 6 p.m. Aug. 25 until 5 a.m. Aug. 28.

Traffic delays are expected in Eriswell and Lakenheath villages, as well as at the Lord's Walk gate, Gate 2. Delays in obtain-

ing visitor passes are also expected. The Visitor's Center will operate out of the Ministry of Defence Police guard shack on Lord's Walk. There will be limited parking for visitors. Also watch for increased traffic congestion on base.